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Orienteering USA 2014 Strategic Plan and Roadmap

Vision	To enable as many Americans as possible to become engaged in human-powered outdoor navigational challenges such as orienteering and similar sports for pleasure, fitness and competitive reasons.		
Mission	Orienteering USA advances the growth and success of outdoor navigation-based sports.		
Core Values: We Value....	All who participate in the sport of navigation-based challenges. All those who are engaged in advancing the success of orienteering and similar sports in the United States: our members, our clubs, and supporting members and unaffiliated third parties. Those who represent Orienteering USA and who strive to reach the finals in international competitions.		

Long-term Goal: Education and Certification

To provide a platform of growth and sustainability for our organization through certification as well as high quality educational programs.

Objectives	Key Initiatives	Timeline & Resources	Oversight
<p>Establish sustainable certification programs to maintain quality and give confidence to new people who will then feel comfortable taking on new roles.</p>	<ol style="list-style-type: none"> 1. Review the present coaching programs and place them within a consistent framework by 2015. The courses would include both in-person and online formats and work to make junior and adult programs cohesive. 2. Introduce Event Director certification by 2016 (with grandfathering for experienced event directors). 3. Create course-setting seminars and certification to give confidence to new course setters. 4. Create mapping workshops and certification to give new mappers the confidence to make new maps. 	<ol style="list-style-type: none"> 1. All programs should be put in place as soon as possible but all should be in place by 2017. 	<p>New volunteer position: Director of Education/ Education Committee (for all key initiatives except for last one)</p>
<p>Increase the online and ongoing educational opportunities.</p>	<ol style="list-style-type: none"> 1. Use workshops and webinars as a way to help people improve the running of meets, coaching and other aspects of club involvement. 2. Produce event direction timelines and checklists to ensure successful meets. 	<ol style="list-style-type: none"> 1. Needed now. Summer 2014 	<p>Maiya Andersen, Bob Forgrave</p>

	3. Disseminate best practices programs related to how to use a compass and read a map through webinars and classes.	2015	Director of Education/ Education Committee
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Long-term goal: Growth of Sport

To increase the annual number of Americans participating in navigationally challenging, human-powered outdoor sports.

Objectives	Key initiatives	Timeline & Resources	Oversight
<p>Increase the number of annual orienteering “starts” each year as reported by clubs plus Orienteering USA-affiliated third parties.</p>	<ol style="list-style-type: none"> 1. Introduce collaboration between Orienteering USA and local clubs on targeted marketing for clubs that want to attract newcomers. 2. Introduce collaboration between Orienteering USA and third parties on cross-marketing. 3. Increase participation in ski, foot, mountain bike and trail orienteering. 	<ol style="list-style-type: none"> 1. 2014-16. Hired professional plus paid advertising, incl. social media ads and monitoring. 2. 2015-2017. Local outreach and cross-promotion. 	<p>VP, Clubs.</p> <p>VP, Clubs; Executive Director</p>
<p>Increase the number of Americans participating in navigationally challenging human-powered outdoor sports.</p>	<ol style="list-style-type: none"> 1. Investigate partnerships with other groups such as those focused on adventure racing, geocaching, etc. 	<ol style="list-style-type: none"> 1. 2014-18. Resources will depend on activities recommended. 	<p>M&A Committee, Executive Director</p>
<p>Make navigation sports more appealing to youth and newcomers.</p>	<ol style="list-style-type: none"> 1. Embrace technology and its role in our sport including smart phone apps. 2. Develop an ARK program. 3. Work with summer camps to include adventure racing 	<ol style="list-style-type: none"> 1. 2014-2015. Developer needed. 2. 2015-2017. Volunteer needed. 3. 2015-2017. AAPHERD & ACA (American Camp Assoc) outreach volunteer. 4. JROTC ranking system in place by 2015. Volunteer 	<p>Web Committee</p> <p>Youth Committee.</p>

	<p>programs featuring orienteering.</p> <ol style="list-style-type: none"> 4. Develop scout, JROTC retention programs and championships w/national framework. 5. Publicize pipeline for juniors to get to international competitions. 6. Integrate successful high school and middle school programs into Orienteering USA's program. 	<p>needed.</p> <ol style="list-style-type: none"> 5. 2014-2020. Monthly junior newsletters. 6. Three new areas in US with successful school programs. 	
<p>Disseminate best practices across clubs.</p>	<ol style="list-style-type: none"> 1. Publish best practices online. 2. Offer annual assessments (SWOT: Strengths, Weaknesses, Opportunities, Threats) to any club. 	<ol style="list-style-type: none"> 1. 2014-2016. Volunteer coordinator to develop document. 2. 2015-2018. Club Committee. 	<p>Web Committee VP, Clubs</p>

Long-term goal: Membership and Value

To develop a brand and business model of for Orienteering USA that resonates with current membership and appeals to new members, donors and sponsors.

Objectives	Key initiatives	Timeline & Resources	Oversight
Optimize the membership model for both Orienteering USA and Orienteering USA members.	<ol style="list-style-type: none">1. Provide more member-only benefits (such as educational webinars, ranking).2. Re-evaluate and expand membership structure and benefits.3. Remarket membership benefits to current membership and prospects.		
Recruit new members.	<ol style="list-style-type: none">1. Establish 're-contact' program to bring back former members.2. Market to potential members through increased use of online technologies such as the integration of event registration with the membership database.3. Evaluate joint national/local memberships.4. Double Facebook and Twitter followers by 2015.5. Monitor average age of members with the aim to lower it.6. Be the authoritative source and distribution service for media and press for navigation-based sports.7. Establish programs to recruit and honor/reward volunteers.		

Increase donor and sponsor support.	<ol style="list-style-type: none">1. Establish an honorary advisory board to help outreach and fund-raising.2. Establish 're-contact' program to bring back former donors.3. Be the authoritative source and distribution service for media and press for all navigation-based races.		
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Long-term Goal: Clearinghouse

To be the main source for resources and event-related information used for all forms of navigation-based sports.

Objectives	Key initiatives	Timeline & Resources	Oversight
Help develop map and adventure racing standards and best practices for all navigation-based events.	<ol style="list-style-type: none">1. Work with groups such as adventure racers to promote similar standards for maps.2. Work to provide orienteering instruction manuals and certification for groups such as scouts, adventure racing groups, etc., which may add to our participant base.		
Provide a comprehensive race calendar / event guide for all navigation-based races across the US.	<ol style="list-style-type: none">1. Work with other navigational sporting groups to integrate calendars and make them available for all groups to see.2. Provide funding to get information about orienteering events into other map and running sports publications and forums, such as Runner's World, Adventure Racing World Series, USARA.com .		
Produce best practices guides for all navigation-based sports to use.	<ol style="list-style-type: none">1. Update the information sent to clubs to answer questions about environmental impact for new and present maps.2. Produce a clear, concise handbook for running A meet events.		

	<p>3. Develop ways to make mapping easier (for example, a step-wise method that can be used to map schools or small parks).</p>		
<p>Promote Orienteering USA resources</p>	<p>1. Organize a comprehensive linked list of Orienteering USA resources on the Orienteering USA website (including, but not limited to: Rules, Standards, Rankings, Sanctioning, Calendar, Best Practices, Clubs and contacts lists, Liaison [with IOF, WMG, OCanada, IRF, USARA], equipment, Access and Permissions guidelines)</p>		

Long-term Goal: Athlete Development

To increase the competitiveness of all athletes racing internationally on behalf of our organization.

Objectives	Key initiatives	Timeline & Resources	Oversight
<p>Improve existing athletes' performances at every level.</p>	<ol style="list-style-type: none"> 1. Each team will submit and be assessed on annual goals that they submit. 2. Promote star athletes and encourage communication between athletes, executive steering committees and the board to improve performance. 	<ol style="list-style-type: none"> 1. Team ESC's will annually request appropriate budget and investment of time by volunteers. 	
<p>Develop a clear pipeline for juniors to become internationally competitive senior athletes.</p>	<ol style="list-style-type: none"> 1. Encourage programs that allow juniors to continue orienteering through college and beyond. 2. Increase coaching at all levels, with coaches for each discipline by 2018. 3. Create a "super tour" of A meets with a series director who promotes the series, which is attended by all team athletes (2-3 events). 4. Develop a program to bring juniors from childhood to senior internationally competitive athletes. 	<ol style="list-style-type: none"> 1. Field a full team at WUOC. 2. Orienteering USA distributes curricula to local clubs on how to develop juniors. 3. One person "super tour" series director by 2015. 4. Publish LTAD document by 2015. 	
<p>Recruit "cross-over" talent from other sports including increasing the exposure of elite-level orienteering.</p>	<ol style="list-style-type: none"> 1. Work with organizations outside of orienteering and train coaches to recognize orienteering potential. 		

	<ol style="list-style-type: none"> 2. Partner with clubs to work with running clubs, MTB programs, XC ski programs, etc., to recruit athletes and teach them how to use maps to excel in orienteering. 3. Develop ways to encourage post-college athletes to participate. 4. Run ads in running magazines and online ad space to advertise events. 5. Improve technology at existing meets to enhance the experience of all participants. 6. Develop media from national and international events to create promotional videos, photos, infographics, and publish/promote this material on the web and in physical form at the regional, local, and national level (to the orienteering community). 7. Establish a "Cross-Over Athlete" award in one or more orienteering disciplines. 		
<p>Train and educate existing coaches; recruit and train new coaches.</p>	<ol style="list-style-type: none"> 1. Certify all coaches by Orienteering USA with special training for those working with juniors related to safety. 		

	<ol style="list-style-type: none">2. Update and improve the current Orienteering USA coaching certification program.3. Hold a coaching clinic based on the standard curriculum a number of times per year in varying geographic locations.4. Increase junior coaching through paid and volunteer coaches.		
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